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## Metropolitan Transportation Commission Transit Sustainability Project

TMD is part of a comprehensive effort by Metropolitan Transportation Commission (MTC) to address chronic and acute financial sustainability issues in the San Francisco Bay Area transit system. Service performance and operations comprise TMD's core focus, with a supporting focus on the financial sustainability piece. TMD has five specific projects: three directly part of the Transit Sustainability Project (TSP) and two supporting projects funded by MTC.

**Service Performance.** TMD is part of a three-firm working group with Cambridge Systematics and ARUP that is developing service performance standards and best practices to assist Bay Area transit systems. The group's goal is to improve overall service performance through increased effectiveness (ridership generation) and efficiency (resource use). Rail, bus, and shuttle services in the Bay Area are being comparatively analyzed in terms of performance and contextual market conditions, which includes the indexing of transit market competitiveness. Subregional bus and rail transit services were examined and TMD provided recommendations for improving service performance to the transit agencies.

**Operations Best Practices.** TMD was charged with reviewing operator work rules and operations practices for the major transit operators in the Bay Area (BART, SFMTA, AC Transit, Santa Clara VTA, SamTrans, and Golden Gate Transit). TMD developed a comprehensive matrix of low-cost practices for individual systems and for the Bay Area as a whole. An annual savings range of \$70-\$80 million was identified through collaboration with individual transit systems and scenario testing and MTC is currently considering how best to implement a strategy to achieve those savings.

**AC Transit / BART Comprehensive Operational Analysis (COA).** The AC Transit / BART COA is intended to be a pilot implementation of TSP best practices while providing a short- and mid-term plan for the improvement of the transit system. Detailed market assessment, service analysis, operations review, and extensive stakeholder outreach comprise the work. The primary objective of the COA is to achieve ongoing financial sustainability by rationalizing the overall regional, subregional, and community bus and rail network in order to improve integration, reduce duplication, and increase efficiency and effectiveness; causing an increase in ridership and revenue and a reduction in operating costs. Key issues include a) improving arterial operating speeds; b) BART Metro/Suburban service strategy; c) using Transit Competitiveness Indexing as a factor to help guide service deployment; and d) promoting an increase in AC Transit / BART coordination of service, operations, and support resources.

**SamTrans Comprehensive Operational Analysis (COA).** A project separately funded by MTC, the SamTrans COA follows the same approach as the AC Transit / BART COA. In this case, coordination with both Caltrain Rail and the adjacent transit operators (SFMTA and VTA) is of key importance, as well as rationalizing the SamTrans network of express, local, community, and future BRT transit. Increased ridership and revenue together with reduced operating costs are prime objectives in moving toward ongoing financial sustainability.

**AC Transit Financial Analysis.** In a second project funded separately by MTC, TMD partnered with a financial analysis firm to undertake a detailed examination of AC Transit's economic performance. The study sought to identify potential strategies that would address a \$30 million annual structural deficit. TMD collaborated with AC Transit staff to focus on minor service adjustments that would address efficiency issues in order to save resources where possible. Development of alternative operating models was also addressed and included detailed scenario testing for various work rule changes and introduced outsourcing for high-cost transit services (TransBay and educational). Scenario options that exceeded the structural deficit were presented to AC Transit for consideration.